

THE LOST ART OF CONTRADICTION

The missing piece in quality decision making

Marcus Dimbleby

**RISK
AWARENESS
WEEK** 2022



The Scale of the Challenge

“It’s moving too fast. It is revolution not evolution...

There are many accelerations at once. One of the biggest problems is the difficulty of mankind to cope with it. I don’t know whether political leaders or business leaders can easily handle it.”

~ Ian Conn, CEO Centrica

9 March 2018



RTT THIS IS OUR NEW LANDSCAPE

- VUCA is the new normal
 - Volatility
 - Uncertainty
 - Complexity
 - Ambiguity
 - +H = Hyper-connectivity



RTT WHY BUSINESSES FAIL...

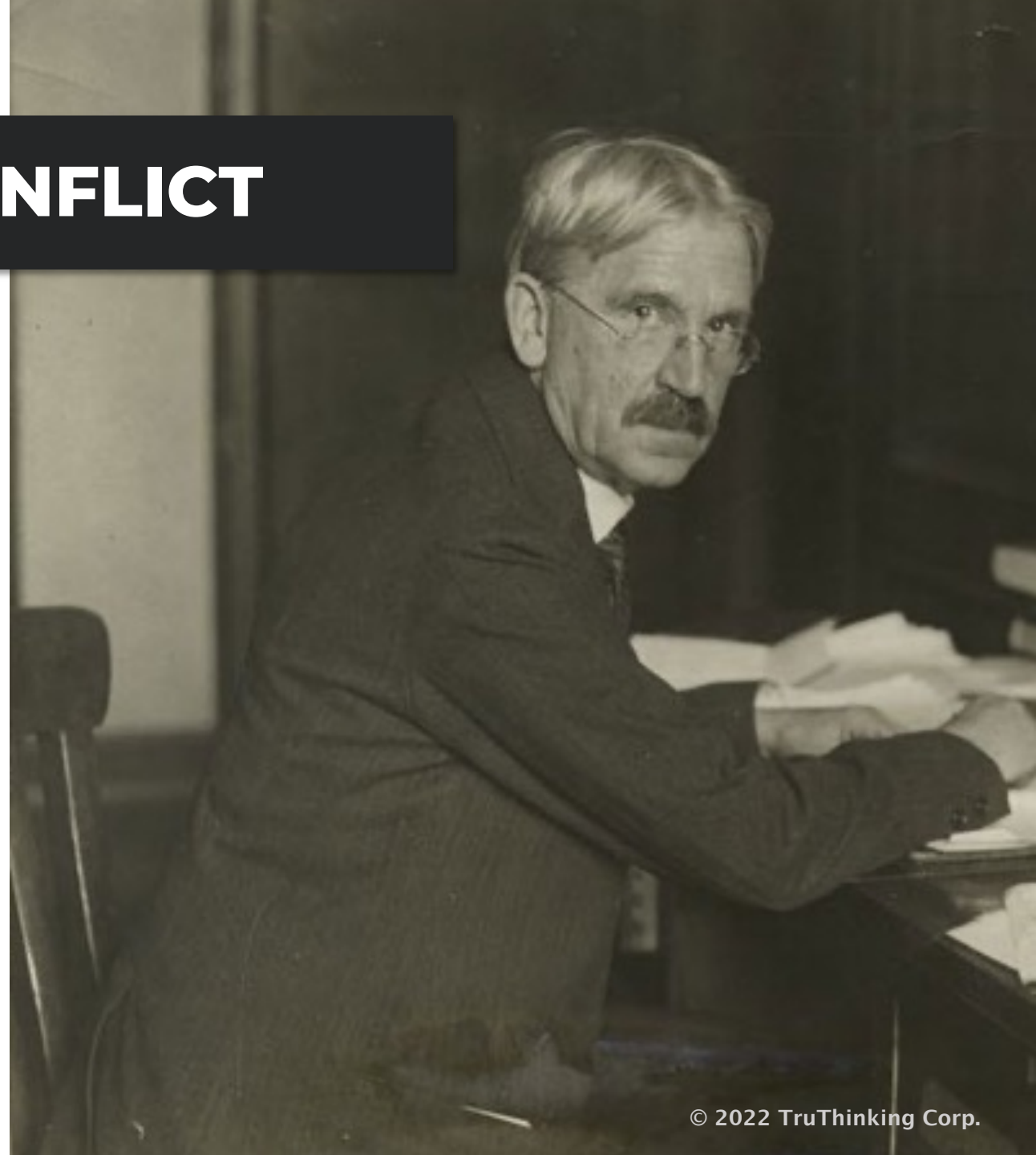
- No clear vision or purpose
- Poor strategic management
- Going too fast
- Poor financial management
- Risk averse
- Organizational design
- Generational hubris
- Inability to change
- Ineffective leadership
- Poor/slow decision-making



RTT WHY WE NEED CONFLICT

“Conflict is the gadfly of thought.
It stirs us to observation and
memory. It instigates to invention.
It shocks us out of sheep-like
passivity and sets us at noting and
contriving.”

~ John Dewey





LEADERSHIP & BROKEN TRUST

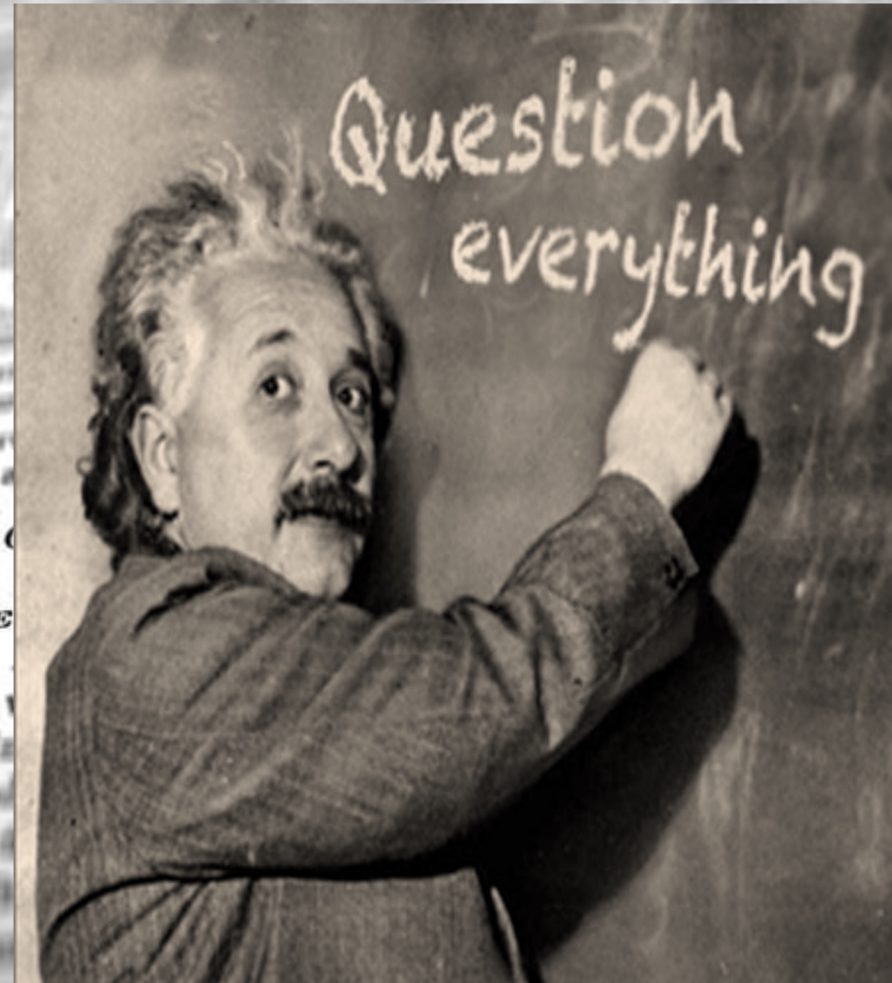
RTT PUT SIMPLY...

“21st Century
Ways of Working
DO NOT
work with 20th Century
Ways of Thinking”





WE NEED A NEW WAY OF THINKING



RED-CASE WATCHES.

Face Filled-Case Watch, stem and setler, Waltham movement, balance, price case, original cost, \$30.



THE ART OF CONTRADICTION

- Disagree Agreeably
- Collegiate Contrarian
- Professionally Provocative
- Constructive Criticism
- Deliberate Disruption
- Play fair
- We're all on the same team with the same goal
- The enemy is outside



MINDSET, TOOLS & TECHNIQUES

- Red Team Thinking
 - Think – Write – Share
 - PreMortem
 - Go on... be a devil!
 - Never assume

RTT WHAT IS RED TEAM THINKING?

Red Team Thinking is a cognitive capability that:

- Engages critical thinking.
- Exposes threats and identifies opportunities.
- Enables distributed decision making.
- Encourages diversity of thought.



RTT

RED TEAM
THINKING[®]

The logo features the letters 'RTT' in a large, bold, red font. The 'R' is stylized with a white silhouette of a horse's head inside it. Below 'RTT' is a thin horizontal line. Underneath the line, the words 'RED TEAM' are written in a bold, red, sans-serif font. Below that, the word 'THINKING' is written in a larger, bold, grey, sans-serif font, followed by a registered trademark symbol (®).



WHAT IS RED TEAM THINKING?

Red Team Thinking is both a **mindset** and a **set of tools** that allow you to:

- Navigate complexity.
- Think more strategically.
- Develop new ideas and perspectives.
- Be more adaptive and resilient.
- Make better decisions faster in today's complex world.

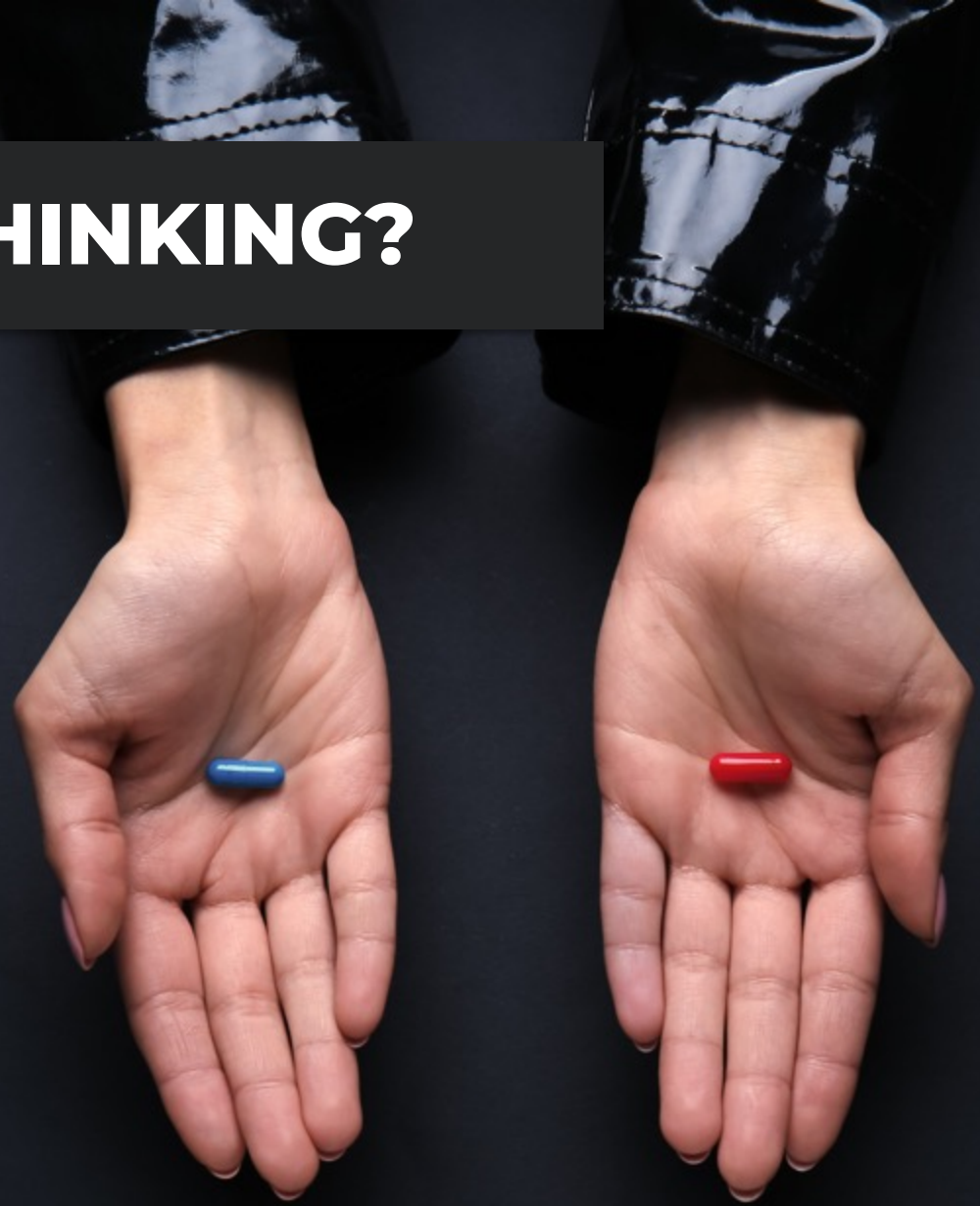




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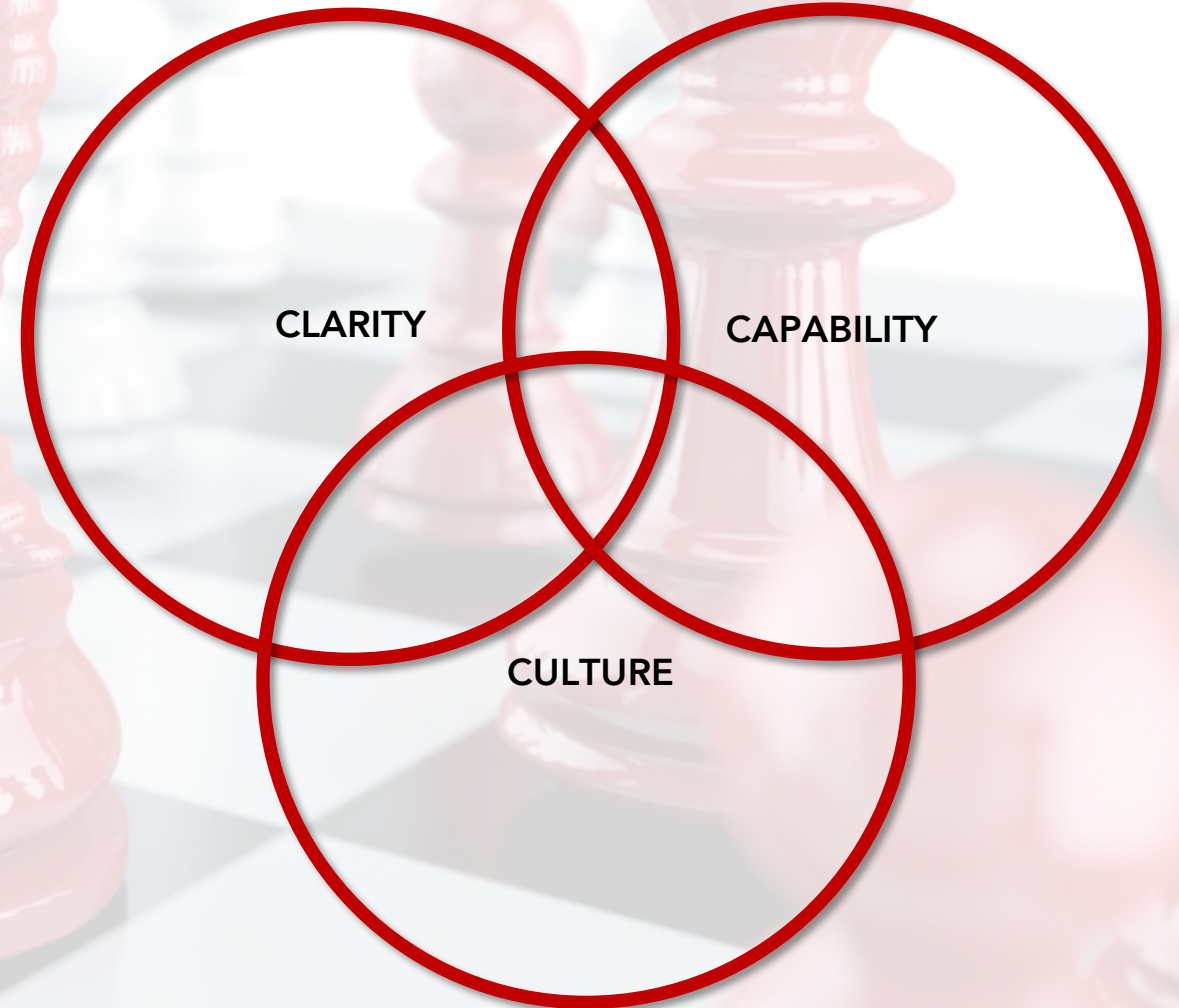




WHAT IS RED TEAM THINKING?

Red Team Thinking helps organizations develop the **THREE Cs**:

- Clarity
- Capability
- Culture



RTT DO YOU DO THIS?

“You need to protect your
dissenters”

~ Dr Daniel Kahneman



RTT EVERYONE GETS HEARD

“If it wasn't for these tools, I wouldn't have spoken up all week.”

~ Female intern in a
NATO military HQ



RTT EVERYONE IS THINKING

“RTT isn’t just a power-tool for making better decisions faster, it allows us to shift our culture in the right direction.”

~ Christian Johansen, CEO,
Mediabrand EMEA



RTT ENABLE CONFLICT / BUILD TRUST

By enabling healthy conflict you build trust, enabled with tools and techniques available for:

- Anyone
- Anywhere
- Anytime
- Any problem...





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RTT PROBLEM

- **Lack of Innovation and Ideas:** Same old stale thinking from the same people.
- **Fear:** A lack of psychological safety and trust prevents people speaking up.
- **Singled Out:** No anonymity.
- **Biases:** Our brain is impacted by what we see and hear from others.

RTT SOLUTION - THINK-WRITE-SHARE

- **Think:** Think about the question.
- **Write:** Write down your answer.
- **Share:** Share your answer with the group.



RTT EXERCISE: Think – Write – Share

What prevents the best ideas surfacing in your organization?



RTT EXERCISE: Think – Write – Share

Go to www.menti.com and
enter code **3332 6536**





What prevents the best ideas surfacing in your organization?





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RTT PROBLEM – FAILURE

- **Optimism:** We are overly optimistic in our abilities and plans.
- **Failure:** We talk of failure, and that it's ok, but it's not really is it!
- **We get blind-sided:** Things occur and derail our plans, often catastrophically.
- **Fixed Mindset:** Iterative decision making and plans with optionality do not exist.



PREMORTEM vs. RISK MANAGEMENT

- Risk Management: *"What could go wrong?"*
- PreMortem: *"This was an unmitigated disaster, how did that happen?"*



RTT SOLUTION – PREMORTEM

- Contemplate failure! Imagine that your plan or strategy fails spectacularly.
- Working backwards, ask yourself how this failure occurred?
- What could you do to avoid that?





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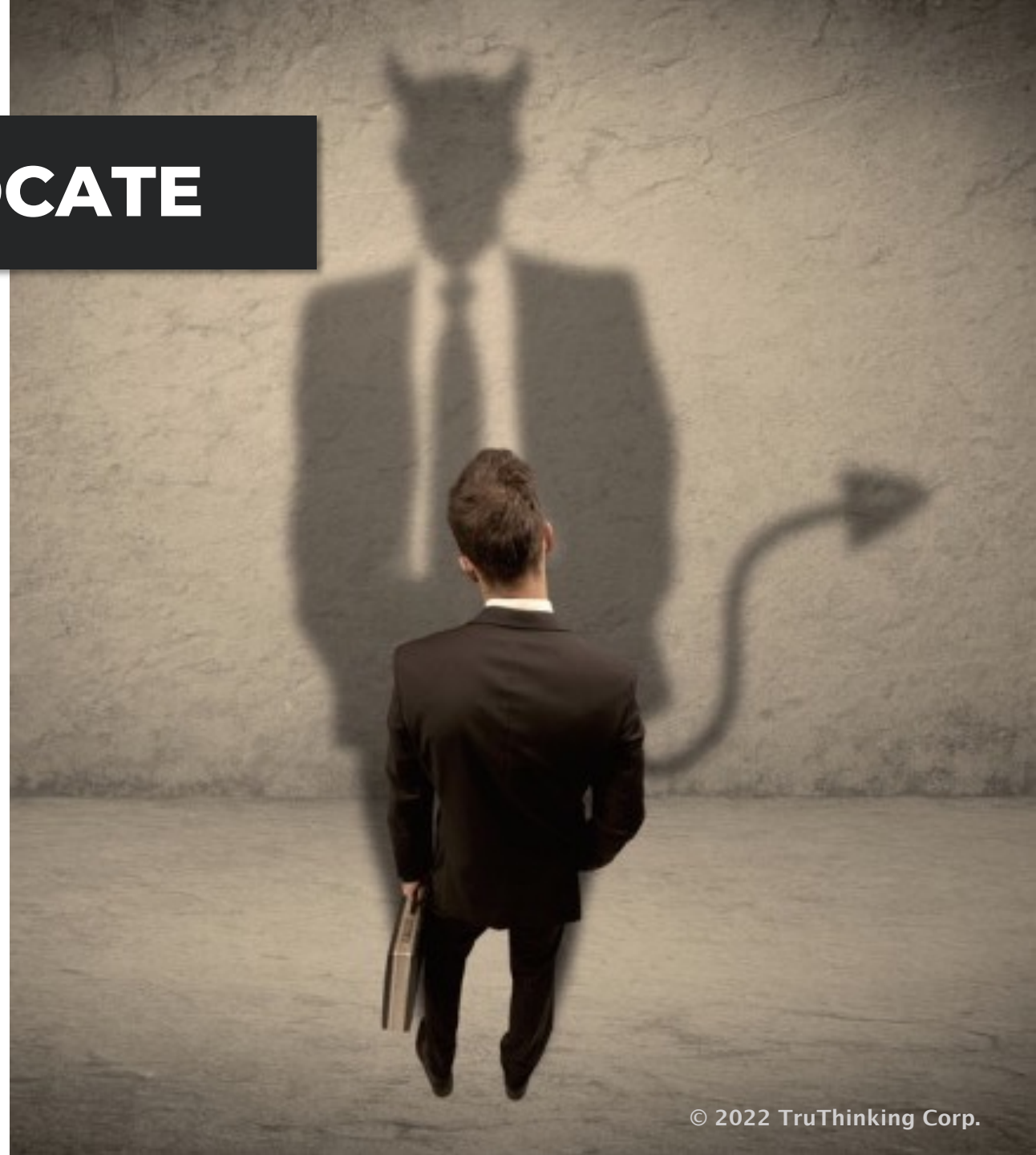


PROBLEM – CHALLENGE

- **Solutionising:** We often create solutions without truly understanding the problem.
- **Satisficing:** When we think we understand the problem, we often go with the first solution that is “good enough”.
- **Challenge:** We rarely welcome challenge of our plans – “Don’t call my baby ugly!”
- **Collective wisdom:** We fail to engage the wisdom of the crowd and surface broader, often innovative, input.

RTT THE DEVIL'S ADVOCATE

“The plan is good, but let me play devil’s advocate!”





THE DEVIL'S ADVOCATE: Defined

“To use valid reasoning to argue against a position you believe in and in favor of a different, contrary or alternative position in order to explore the thought further and expose flaws or weakness in the original thinking.”





THE DEVIL'S ADVOCATE: Dissected

- It is a paradigm, not a process – so it is easy to get it wrong!
- It's also easy to ignore – particularly if it is a part played by one person.
- It can quickly become career-limiting if it becomes an assigned role.
- It does not, by itself, help us think more analytically about the problem.



RTT SOLUTION – GO ON.. BE A DEVIL!

- Let everyone play the Devil's Advocate.
- Then force yourself to come up with other viable alternatives.
- Weigh your options and see if there is another way that includes the best elements of the proposals.





MINDSET, TOOLS & TECHNIQUES

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PROBLEM – ASSUMPTIONS

- **Assumptions:** Are, as the saying goes, the mother of all mistakes.
- **Wishful Thinking:** Is all that assumptions often are.
- **Invisible:** Assumptions are most dangerous when unstated.
- **Ignored:** By all means make them, but be sure to validate and track them.

RTT SOLUTION – NEVER ASSUME

- Engage your people and make a list of the stated and unstated assumptions that underly your plan or strategy. Use T-W-S!
- Ask how certain you are that they will prove true?
- What could you do to help make sure they do prove true?
- Develop options in case they don't.



RTT YOU MADE THE RIGHT CHOICE!

So where do we go
from here



RTT WELCOME TO THE INSURGENCY

- Just start using these powerful yet simple tools
- Engage your teams in doing likewise
- Never remain silent when something needs to be said

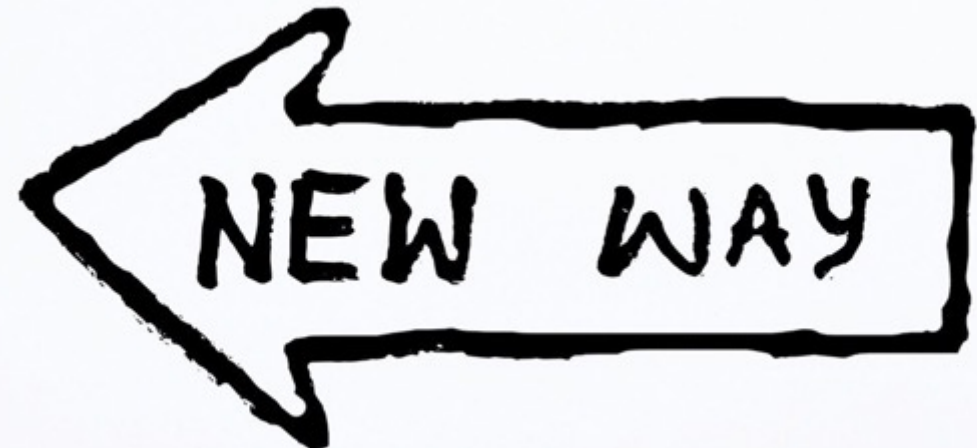




CHANGE BEHAVIOURS TODAY

Make your engagements, meetings and discussions more effective:

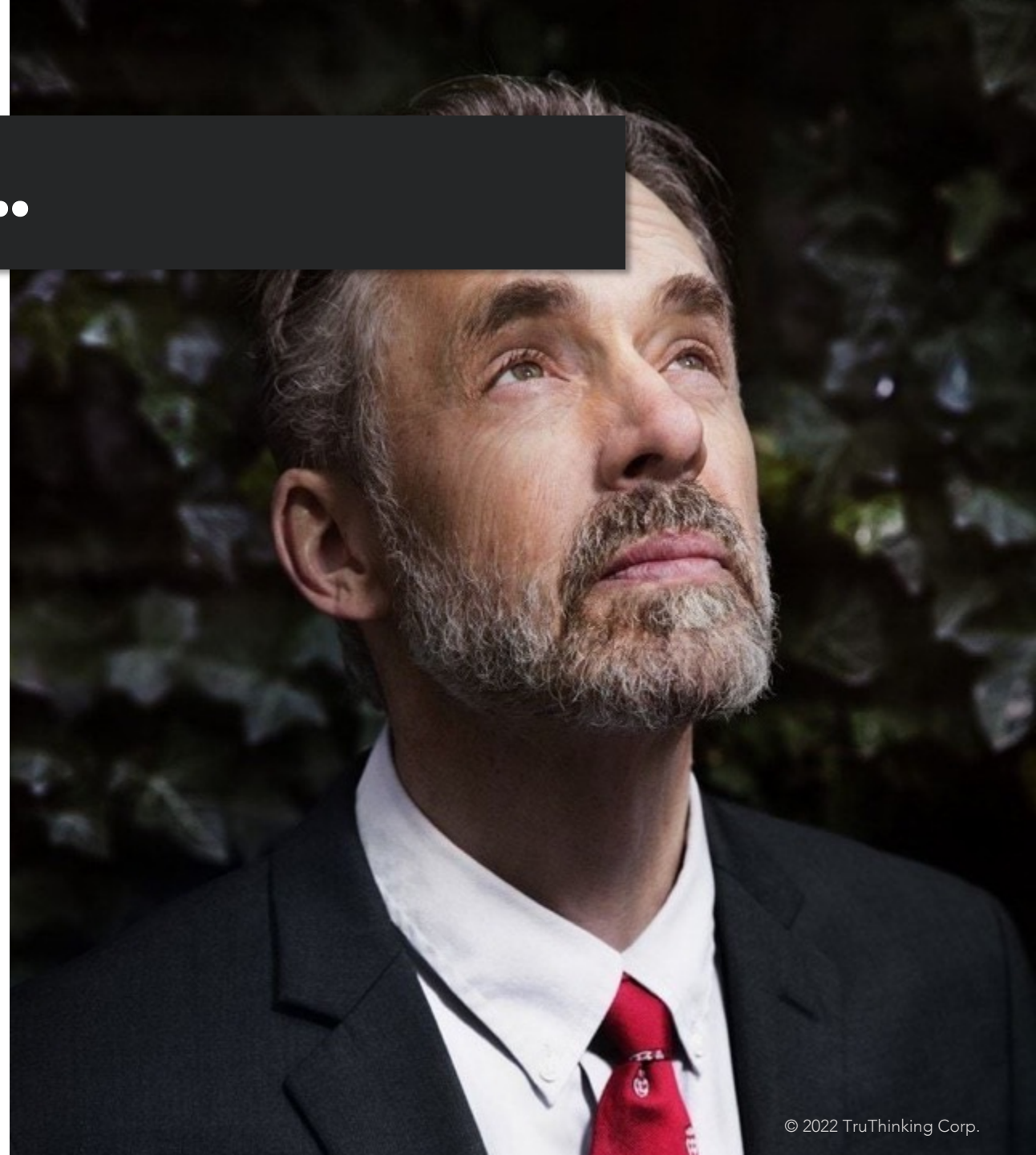
- Everybody speaks once before anybody speaks twice.
- Seniors speak last.
- Use Think – Write – Share.
- Use anonymous voting.
- Use the most applicable tool or technique, or a mix!



RTT MASTER THE ART....

“When you have something to say,
silence is a lie – and tyranny feeds
on lies.”

~ Dr Jordan Peterson



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The missing piece in quality decision making

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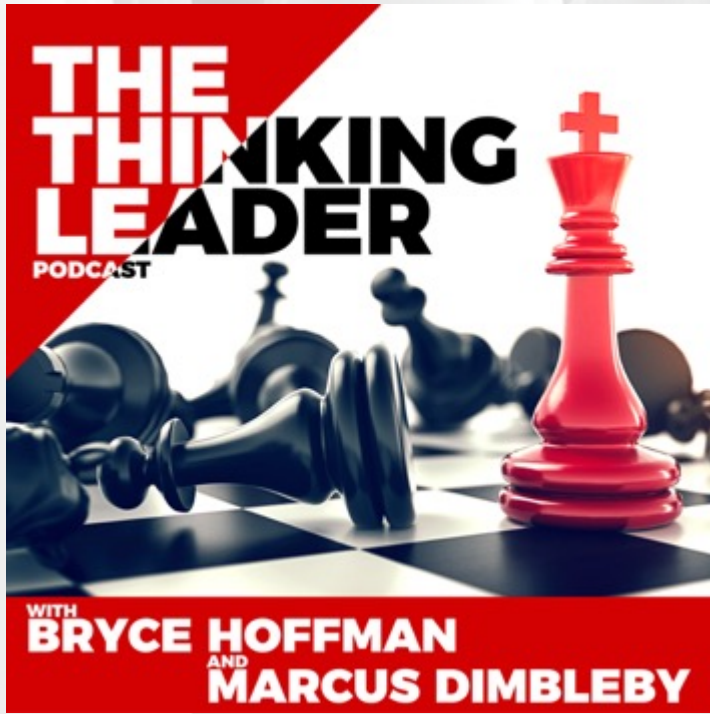
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THANK YOU! *Discover more...*

APPLE PODCASTS



RED-TEAM.TV

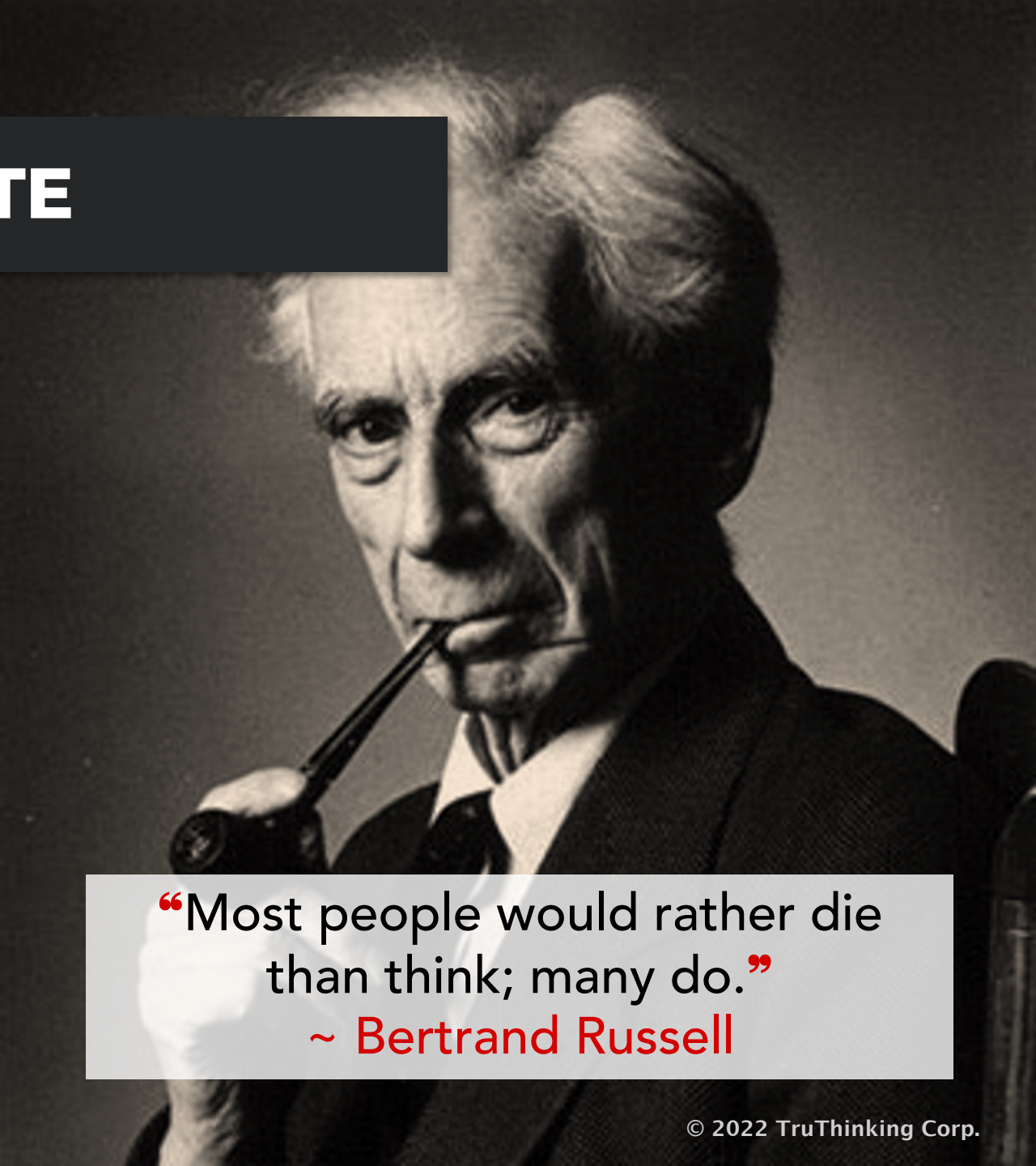
- **Web:** www.redteamthinking.com
- **LinkedIn:** /redteamthinking
- **Web:** redteamthinking.com
- **YouTube:** www.red-team.tv
- **Podcast:** The Thinking Leader



RTT LET'S COLLABORATE

Feel free to connect and ask any questions at:

- **Email:** marcus@redteamthinking.com
- **LinkedIn:** [/marcusdimbleby](https://www.linkedin.com/company/redteamthinking)
- **Website:** redteamthinking.com

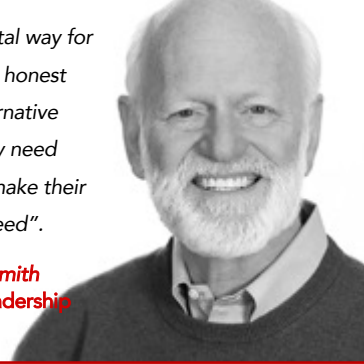
A black and white portrait of Bertrand Russell, an elderly man with white hair, wearing a dark suit and tie, holding a pipe in his mouth. The portrait is the background for the right side of the slide.

“Most people would rather die than think; many do.”
~ **Bertrand Russell**

RTT TESTIMONIALS

"Red Teaming is a vital way for leaders to get the honest answers and alternative perspectives they need to plan better and make their strategies succeed".

Marshall Goldsmith
World-Famous Leadership Coach



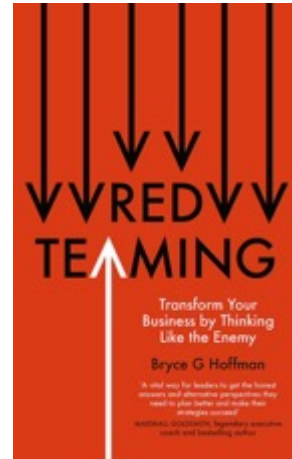
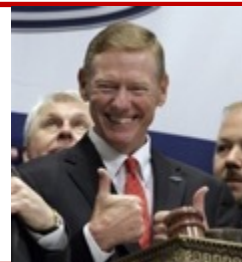
"RTT is exactly the missing piece for us and our industry."

Highland Park Chief of Police, Texas



"Red teaming provides the specific tools and reliable process to continuously improve your management system and business plan to adapt and thrive in our rapidly changing world".

Alan Mulally
Retired president and CEO of Ford Motor Company and Boeing Commercial Airplanes



"This isn't just a decision-making power tool; this allows your culture to shift in the right way".

Christian Johansen
CEO Mediabrands EMEA

MEDIABRANDS

"If it wasn't for these tools, I wouldn't have spoken all week".

RTT Student
Headquarters, STRIKFORNATO



"Before these tools, I just felt like tokenism. I wasn't able to speak up, let alone be heard. Now I can".

RTT Student
Challenge Forum, UK Cabinet Office

